

Town of



AMHERST *Massachusetts*

Town Hall
4 Boltwood Avenue
Amherst, MA 01002

Office of the Town Manager
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To: Stephanie O'Keeffe, Chair, Amherst Select Board
Members, Amherst Select Board

From: Laurence Shaffer, Town Manager

Date: December 11, 2009

Re: FY10 Town Manager Performance Goals – Six Month Review

Please find below a listing of Town Manager performance goals, established by the Select Board via a memo dated September 15, 2009, a copy of which is attached. After each highlighted goal, I've included, in outline form, a summary of progress for that goal.

Town Manager Goals for FY10

1. The Town Manager shall develop specific recommendations for consideration by the Select Board to address the revenue crisis, including the generation of new revenue; reducing expenses through efficiencies in Town structure and service delivery; negotiating contracts through the collective bargaining process that are reflective of the community's capability and willingness to support; and pursuit of an increased economic development profile to increase the tax base and reduce the burden on residential property taxpayers.

- **Consolidation of CDBG into Planning, Conservation and Inspections Department**
- **Increase in a variety of fees – Ambulance**
- **Departmental reorganizations – Health; Community Development**
- **CBA negotiations presently underway**
- **Facilitation of economic development activities – Boltwood project; Lord Jeff**

2. The Town Manager shall continue to strengthen relationships with UMass and the Colleges, and to actively engage community groups.

- **Communication with the educational institutions is strong; partnerships encouraged to promote mutual interest**
- **Continue to present to all community groups**

3. The Town Manager shall assess the state of morale among staff, the Town's most valuable resource. The Town Manager shall develop and implement a plan to improve morale, which shall include more effective communication as one of its components; and shall keep the Select Board informed about this work and its progress.
 - **Employee meetings to discuss budget continue this year; information directly to relieve the stress of the budget challenges on employee morale**
 - **Employee recognition and celebration of employee achievement emphasized**
4. The Town Manager shall assess the functioning of the Human Resources Department and the Town's Human Resources needs. The Town Manager shall inform the Select Board of his findings, and of his plans to ensure that the organization's needs are fully met.
 - **Presently reviewing consolidation of certain activities**
5. The Town Manager shall continue to work closely with the Select Board by helping the Select Board to become more informed; responding to and initiating improved communication efforts; allowing the Select Board more opportunity to provide feedback on policy/practice initiatives and changes before implementation; and involving the Select Board in the determination of collective bargaining strategies.
 - **Continue to work closely with the Select Board to provide information and recommendations for present conditions and future initiative**
6. The Town Manager shall create a workplace culture of receptivity to new ideas, in which staff at all levels are expected and encouraged to offer suggestions for improving the efficiency of service provision and resource utilization within and across departments. The Town Manager shall inform the Select Board about the variety of ways such suggestions are being encouraged, collected, considered and implemented. These will include specific mechanisms for feedback collection, as well as how the philosophy and message of encouraging feedback is being communicated to staff.
 - **Created IDEA Program – Distributed to all employees in November - Incentive for ideas designed to improve efficiency and effectiveness**
7. The Town Manager shall continue efforts to research and propose ways to collect "customer satisfaction" feedback and suggestions from the public, regarding interactions with staff and departments, and the process of obtaining services and assistance.
 - **Created suggestion box for front lobby**
8. The Town Manager shall assess Town-owned buildings regarding their current use, and anticipated future benefit and liability. He will make recommendations on whether or not it is in the Town's best interest to maintain ownership of each one. If any recommendations are to not maintain ownership, he will suggest how best to proceed.
 - **No progress on this goal to date**

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SELECT BOARD
Phone: (413) 259-3001
Fax: (413) 259-2405
Email: selectboard@amherstma.gov

To: Larry Shaffer, Town Manager

From: Stephanie O'Keeffe, Select Board Chair

Date: September 15, 2009

Re: FY10 Town Manager Performance Goals

At our Monday, September 14, 2009 meeting, the Select Board voted unanimously to approve these eight performance goals for FY10. Your assistance in identifying and communicating clear expectations has been greatly appreciated. We look forward to your progress in these areas as we all work together on behalf of our community.

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